

43. Winning Market Competition through Employee Performance

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Message from the Patron



Greetings and welcome to Malaysia.

It is indeed an honour to be asked to pen a few lines for this 10th AAM International Conference on *"Fostering an Innovative Ecosphere for Business Sustainability"*.

The 21st Century is fraught with many new challenges: crises in climate, food, biodiversity, potable water and energy are already playing out across local and global scales and set to increase as we approach critical thresholds. Hence, the business as usual model will no longer be adequate to meet the sustainability challenges of the 21st Century.

What is now needed is nothing short of a radical transformation – not only in our policies and technologies, but in our modes of innovation themselves to enable us to navigate the turbulence and to transition to a low-carbon economy that is already constrained by dwindling natural resources. *Innovation is the key to the new world of sustainability*: we need to find new applications for current services, business processes, develop new eco-friendly products and services, create new techniques and technologies, whilst ensuring that all these will bring benefits to our fragile ecosphere.

As Malaysia's first APEX university, USM has always taken the lead in advocating sustainable development for a more lasting future. USM's initiatives such as: *"The White Coffin" to rid the use of polystyrene, reducing use of plastics, reducing motorized fuel emission and the on-going recycling of solid wastes in campus* are the university's commitment to *"Transforming Higher Education for a Sustainable Tomorrow"*.

I would like to take this opportunity to congratulate AAM and the School of Management, USM for hosting this timely conference. With the gathering of great minds here over the next three days, I am confident that you will be able to come up with innovative solutions and a blueprint to guide us to a sustainable future.



Penang, with its rich history and culture, sandy beaches, colourful flora and fauna is also a gourmet paradise. For the more adventurous amongst you, hiking and heritage trails awaits you. Hence, kindly spare some time to explore what the state and Malaysia has to offer and also to savour its rich array of local delights.

With this, ladies and gentlemen, I wish you all a fruitful and successful deliberation.

Thank you.

PROFESSOR DATO' DR. OMAR OSMAN
Vice-Chancellor, Universiti Sains Malaysia
(AAM Conference Patron)



Message from the Advisors



Greetings and a warm welcome to all delegates!

We would like to express our utmost gratitude and appreciation to the organising committee of the 10th Asian Academy of Management International Conference for allowing us this opportunity to convey a few words at this auspicious and important conference.

The theme “Fostering an Innovative Ecosphere for Business Sustainability” meshes well with the nation’s Economic Transformation Programme, through which the Malaysian Government hopes to accelerate this nation to become a high-income nation by 2020, which is both inclusive and sustainable. These goals are to be jointly reached as the Government does not seek short-term progress on one goal that will extend or curtail the advancement of others. For this purpose, the Malaysian Government could not do otherwise. There should be innovative actions and decisions to create a more conducive business environment that ensures accessibility to all. If this is possible, the hope of Malaysia becoming an advanced and developed nation with the economy having high-economy characteristics will become a reality. Growth in the Malaysian Economy will have a spiral effect on other Asian Nations, not only in terms of imports and exports, but also the much better economic opportunities in terms of employment opportunities and fiscal policies. These aspirations will not come easy and can no longer be taken for granted; they must be earned.

Come 2014, the Asian Academy of Management (AAM) will be 20 years of age. It had a humble beginning and is now a respected brand within the circle of Asian Academics. It now has a chapter in Indonesia and publishes two Scopus-Index Journals. Much harder effort needs to be exerted to make it a global player. The smart partnership with the government and corporate circle has created a positive image of AAM. To this effect we pay tribute to Professor Emeritus Mohamed Sulaiman of the International Islamic University Malaysia for his foresight in establishing AAM about 20 years ago. However, such effort should not stop here, the current Exco should be more creative and innovative to garner new ideas in steering the organization to greater heights.



Finally, as advisors, our hope for the next three days is that all delegates will have an interesting interaction. Issues should be deliberated with vigour so that the findings will not only be useful to academics but also to the business practitioners in the region in the pursuit of creating a prosperous and economic vibrant nation. At the same time do enjoy Penang.

With Ever Best Wishes,

PROFESSOR DATO' DR. ISHAK ISMAIL
School of Management, USM

PROFESSOR DATIN DR. HASNAH HARON
Graduate School of Business, USM



Message from the President



Greetings to all delegates!

First of all, I would like to take this opportunity to welcome all participants to this 10th Asian Academy of Management (AAM) International Conference. This gathering of academics and practitioners epitomizes our continuous quest for improvement in the business theory and practice that should benefit not only the business but also society.

The main aim of the organization of this conference is to provide a platform for the researchers, academicians and practitioners to present and discuss current issues in management. Through the discussion, it is hoped that the outcomes will not only help us to enhance our knowledge in the field of management, but will also contribute towards better management practices.

The theme we adopt this year for the conference is *Fostering an Innovative Ecosphere for Business Sustainability*. Being innovative is a key ingredient to sustain success, given all the challenges that businesses are facing today. Thus, ensuring business sustainability requires an ecosphere that will instil the culture and spirit of innovation. An ecosphere with balanced internal and external forces should provide a conducive environment to help the business and management sector to more easily innovate and adopt ideas and practices that will greatly improve not only business organizations but also the society.

We have arranged the conference programme conscientiously in order to get the best possible outcome from this two-and-a-half day meeting. Besides the keynote speech on the topic of *Fostering an Innovative Ecosphere for Business Sustainability* to be presented by the Business Person of the Year, we have also slotted two plenary sessions into the programme. The first plenary session will delve further into the issue of Innovation and Business Sustainability, while the second plenary session will look into the related issue on SMEs. From listening to the expert views and insights, we hope to obtain a clearer and newer perspective on these issues; and, of course, we also have in our programme various concurrent academic sessions throughout the conference, which are scheduled according to various tracks.



While much of your stay will be spent discussing and deliberating on serious management issues in the conference, we hope you could find time to explore Penang as well. Especially for those who are coming to Penang for the first time, please take this opportunity, while you are here, to explore the beauty and charm of this 'Pearl of the Orient'.

Finally, I would like to acknowledge all the parties involved in making this 10th AAM International Conference a success. I am very grateful to the members of the organizing committee, USM, sponsors, guest speakers, authors and all the participants for their support.

With every best wishes,

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1
**Winning Market Competition through Employee Performance:
A Study on Big Five Personality and Working Environment**

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Idris Gautama So (Binus University)

2
Abstract.

This study aims to determine the influence of big five personality and work environment on employee performance in order to win market competition. The research method implemented is descriptive and associative research, using the Pearson correlation and simple and multiple regression method. The research data obtained through interviews with the company of RPP, a company engaged in the laundry service (washing) for convection jeans, and distributing questionnaires to respondents. Big five personality and work environments provide a strong and direct correlation of 0.758 and 0.52 for the effect on employee performance. Results showed big five personality and work environment together significantly affect employee performance by 52% while the remaining 48% is influenced by other factors and significant simultaneously. The conclusion that can be that employees who work feel safe, calm and not worried in the face of problems at work and employee relations with superiors and subordinates running well so as to perform in the accordance with the company's targets to win market competition.

Keywords: *big five personality, working environment, employee performance*

1. Introduction

Staying competitive in today's economy is an important factor for the survival of a company. Companies that are unable to survive business competition will finally going out of business. The problems faced by business management not only in acquiring raw materials, providing suitable working tools, managing money and caring for the environment, but also managing employees (human resources) that are important factors in organization (Rivai, 2010).

Westerman and Simmons (2007) indicate that the relationship between personality characteristics and the specific environment can affect performance. On the other hand, during activities, a person may have different attitude and behavior toward his/her individuality, especially in terms of how he/she interacting with others, gathering information, making decision, and behaving in the organization. There are various tools to measure one's personality, one of the measurement is using the Five Factor personality test kits Model (FFM) in the form of the five dimensions of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience (Luthans, 2006).

Another research by Octaviana (2012) states that the working environment affects employee performance with positive regression result. This result can be interpreted that if the working environment is improving, then the employee's performance will increase. The creation of a conducive working environment both physical and non-physical has a major contribution in improving employee performance. Physical factors that contribute to a conducive working environment include decent light, temperature, humidity, air circulation, noise, mechanical vibration, odors, full color, decoration, music, safety and employee relations (Sedarmayanti, 2011).

One of the efforts taken to achieve company's goals is to recruit employees who have higher probabilities to perform well. A research by Sutrisno (2010) stated that the performance achieved by an organization is the result of a person or group of people's effort in an organization, that fulfill their respective responsibilities and comply with authority's rules in order to achieve organizational goals and performances.

In this study, the research is conducted on a company engaged in the laundry service for convection jeans. The complexity of the problems faced by the management coming from the big five personality of employees, who have different personalities, and less conducive working environments, both physical and non-physical environment.

In regulating the behavior of individuals required Five Factor Model (FFM). According to Luthans (2006), many personality theorists tend to agree that after the age of 30 years, an individual's personality profile will change gradually. Thus, it can have an emotional impact on employees' output. There are many factors that shape individual personality, one of the factors is the environmental factor (Robbins and Judge, 2008). If an employee loves and

comfortables with his/her working environment in an organization, the employee will serve better because he/she will feel like working at home, thus, the job will be effectively executed.

2. Research Objectives

Based on the descriptions above, the formulation of research objectives are as follows:

1. To study the relationship of big five personality on employee performance at the laundry service.
2. To investigate the relationship of the work environment on employee performance at the laundry service.
3. To examine the relationship of big five personality and work environment simultaneously on employee performance at the laundry service.

3. Methodology

This study is a quantitative study involving both secondary and primary data. The primary data obtained by distributing questionnaires in the laundry service company that consist of 67 employees. Arikunto (2010) stated that when the research subject is less than 100 respondents, it is better to take all of that number as a research population. Thus, this study conducted by taking all employees as the research population.

The data that have been collected will be tested for their validity and reliability, and then will be analyzed by descriptive and associative. The technique used to test the validity of this research is the product moment (r), while the instrument reliability test is used to see the value of Cronbach's alpha. The model used in this study is a multiple linear regression equation. The model is given as below:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n$$

Description:

Y : Employee Performance (Dependent variables)
 X_1, X_2, X_n : Big Five Personality and Working Environment (Independent variables)
 a : Constant
 $\beta_1, \beta_2, \beta_n$: Coefficients

4. Result and Discussion

The results of multiple linear regression analysis are reporter in table as follow:

Table 1. Summary of results of multiple linear regression analysis

Variabel	Description	Regression Coefficient	t _{count}	Significant
X ₁	Big Five Personality	0.266	2,482	0,016
X ₂	Working Environment	0.392	3,299	0,002
Constant	1,458			
R	0,721			
R ²	0,520			
F _{Count}	34,671 (Sig. 0,000)			
n	67			
Variabel dependent = Employee Performance (Y)				

From the table it is known that the regression equation is formed as follows:

$$Y = 1,458 + 0,266 X_1 + 0,392 X_2$$

The constant value a = 1,458 indicates that if big five personality variables (X₁) and working environment (X₂) do not affect employee performance variable (Y), then the magnitude of the variable Y will increase by 1,458.

The value of β_1 (X₂ regression coefficient) is 0.266, this positive value indicates that big five personality variables that represent big five personality variables will improve employee performance variable (Y) holding all other variables constant. The value of β_2 (X₂ regression coefficient) is 0.392, this positive value indicates that any increase in the work environment variables will be followed by an increase in employee performance variable (Y) assuming the other independent variables constant.

Our regression analysis generate an F_{count} value of 34.671. The F_{table} at $\alpha = 5\%$ is 3.14. It means that or F_{count} value is greater than F_{table} value, $F_{count} (34.671) > F_{table} (3.14)$, with probability value 0.000 less than the value of $\alpha = 0.05$, ($0.000 < 0.05$). Then, H_0 is rejected and H_a accepted, which means that the big five personality variables (X_1) and working environment (X_2) affect employee performance variable (Y).

The comparison's result of t_{count} with each T_{table} big in five personality variables (X_1) and working environment (X_2) are presented below,

Table 2 t_{count} and t_{table} of X_1 and X_2				
Variable	t_{count}	t_{table}	Sig.t	Description
Big five personality (X_1)	2,482	1,6686	0,000	Significant
Working Environment(X_2)	3,299	1,6686	0,000	Significant

From the table it can be explained that the results obtained by regression analysis $t_{count} = 2,482$ while the value of $t_{table} = 1,6686$, indicates that t_{count} is greater than t_{table} ($t_{count} > t_{table}$). Thus, H_a is accepted and showed that big five personality (X_1) have a significant impact on employee performance (Y). Probability value (significant t) for the big five personality variables (X_1), 0.000 is less than the value of $\alpha = 0.05$, ($0.05 > 0.000$). This shows that the big five personality variables (X_1) have a significant impact on employee performance (Y).

The results of regression analysis $t_{count} = 3,299$ while the value of $t_{table} = 1,6686$ so $t_{count} > t_{table}$. So H_a accepted and proven that the working environment variables (X_2) have a significant impact on employee performance (Y). Probability value (significant t) for the work environment variables(X_2) of 0.000 where $\alpha = 0.05 > 0.000$. This shows that the working environment variable (X_2) have a significant impact on employee performance (Y).

The results presented in the above table show that the big five personality variables (X_1) and the working environment variables (X_2) have a significant influence on employee performance (Y). The value of t_{count} is greater than t_{table} ($t_{count} > t_{table}$) with probability values less than $\alpha = 0.05$ that resulted in the rejection of H_0 is rejected and the acceptance of H_a .

The results that have been obtained show that big five personality (X_1) has a significant impact on employee performance (Y), which means that big five personality (X_1) has influence on employee performance. The big five personality that influences employee performance are poor relations between employees and his/her colleagues and customers. It is suggested that the company held a meeting (gathering) to strengthen interpersonal relationships among employees and provide direct warning to their employees if there are complaints from customers.

In line with the results of this study, it is also known that the working environment (X_2) has a significant impact on employee performance (Y), which also means that working environment (X_2) has influence on employee performance. The less conducive physical working environment could lead to accidents and impeding employees' production.

The big five personality (X_1) and working environment (X_2) simultaneously have a significant impact on employee performance (Y). The influence of big five personality (X_1) and working environment (X_2) on employee performance (Y), can be seen from a good relationships between employee and his/her colleagues and their customers that signal a good behavior. While, a less conducive physical working conditions will decrease the work's output. Without a good relationship and a conducive working condition, the output qualities will decrease that lead to less productive employees.

5. Conclusion

Big five personality has a positive and significant effect on the performance of the employee. The study concludes that employees that are working in safety environment, with fewer problems at work, and having satisfactory relation with their superiors and subordinates able to perform well and could produce target amount of production set by the company, thus more in line with company's objectives to win market competition.

The working environment has a positive and significant effect on the performance of employees. The less conducive physical working environment could lead to accidents and impeding employees' production, while a

conducive physical working environment will enable the greater amount of production that ensure the fulfillment of company's target.

²
The big five personality and working environment simultaneously have a positive and significant impact on employee performance. The influence of big five personality and working environment on employee performance, can be seen from a good relationships between employee and his/her colleagues and their customers that signal a good behavior. The employees that are working in safety environment, with fewer problems at work, and having satisfactory relation with their superiors and subordinates tend to perform well and able to produce the amount of performance thus more in line with company's objectives to win market competition.

6. Recommendation

It is a beneficial for the company to conduct meetings on regular basis to encourage good behaviour of employees by strengthening personnel relationships between employees. The company also need to give a warning to the employee if there is any complain regarding poor service to the customers.

It is suggested that company to provide separate pipeline for waste water discharge to avoid water stagnation in employees' working area that may lead to disruption of working activities and could lead to accidents and hinder performance.

Lastly, the company needs to revisit its payroll system, it is recommended that the payroll should be segregated based on their term of working years, and provided an appropriate accomodation to its employees.

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